Key Deliverables

Define Phase

- Project Charter
- SIPOC

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Reduce number of fatal errors by 50%

while ensuring the quality target is met

- May 2022

Project Id

Project Leader:	XXXXXXX
Employee ID:	XXXXXXX
Vertical:	XXXXXXX
Location:	XXXXXXX
Team / Client Name:	XXXXXXX
Project Sponsor:	XXXXXXX
Deployment Champion:	XXXXXXX
Project Champion:	XXXXXXX
Project MBB:	XXXXXXX
Mentor:	XXXXXXX
Project Lead e-mail:	XXXXXXX
Project Lead Contact No.:	XXXXXXX

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VOC / VOP / VOB

tify The Customer(s) & Identify Customer(s) Needs & Requirem

Voice of Customer	Voice	Needs/Requirements
Voice of Business	**Voice**	**Needs/Requirements**

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VOC / VOP / VOB (Example)

tify The Customer(s) & Identify Customer(s) Needs & Requirem

Voice of Customer	Voice	Needs/Requirements
•Emma •ESP Managers	• Variation in the number of errors identified by Airbus versus WNS team.	• Analyze the Accuracy audit mechanism • Redesign the Accuracy form to ensure both WNS and Airbus are using the same parameters and guidelines. • Initiate Calibration exercise [Internal and External]
Voice of Business	**Voice**	**Needs/Requirements**
•Lucian Vintu •Roxana Ganciu •Uma Saraswathy	• Airbus Client Satisfaction will increase if the accuracy improves as a result of this project. • Improve monthly Accuracy scores to 100% • Peak period starting from October should be taken into consideration for the Control Phase. Control phase should be given more focus. • Reputational and Operational risks associated with sustained poor performance	• Focus on reducing fatal errors to improve accuracy scores

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Project Charter

Project Title	*CSAT Improvement*

Business Case

Identifies the expected benefits, and provides a clear justification for the resources required to execute the project. The following are the key components of a business case for a Six Sigma project

Problem Statement

:*IWhich Metric is having the problem and since when*
What is the impact of hthe

Goal Statement

:Specific, measurable, achievable, relevant, and time-bound.

Project Scope

In Scope	Out of Scope
Process Boundary Boundary *Location /Volume Type etc .*	

Project Plan

Phase	Start Date	Start Date	Actual End Date
Define			
Measure			
Analyse			
Improve			
Control			

Team Members

Role	Name	Function
Sponsor		
MBB		
Black Belt		
Green Belt		
Members		

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Project Charter (Example-1)

Project Title	*CSAT Improvement*

Business Case

Timely processing of Invoices is an important client requirement. The client has been paying penalty amounting to $1MM due to late payment and has missed out of discounts $50K on timely payments in Q4 FY 23. This has been raised an area of importance in the governance calls . There is a need to work in improving the Invoice processing timelines.

Problem Statement

The average time of Invoice processing is % timely processing of invoice is at 54% in the period of Q4 FY24 (1st Jan 23 to 31st March 22) leading to penalties and missing out on discounts.

Goal Statement

Improve average time of Invoice processing time from 54% to > 90% by June 23 .

Project Scope

In Scope	Out of Scope
Process Start : Invoice Received at Client End *Process End : Invoice is paid and received by vendor*	Non PO Invoices

Project Plan

Phase	Start Date	Start Date	Actual End Date
Define			
Measure			
Analyse			
Improve			
Control			

Team Members

Role	Name	Function
Sponsor		
MBB		
Black Belt		
Green Belt		
Members		

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Project Charter (Example -2)

Business Case

- Airbus Team performs quality checks on requisitions and carries out purchase order management for indirect purchases. (Account Information)
- There is a variation in the number of errors identified by the client versus WNS team leading to client dissatisfaction. There is an urgent need to assess and validate the accuracy audit mechanism and related practices to drive client trust and satisfaction.
- Accuracy is a key metric for the Airbus account. WNS has seen an upward trend in fatal errors since July 2021, leading to increased rework and training requirements. There is a need to reduce # of fatal errors to consistently meet accuracy targets.

Project Metrics

- **Primary Metric** : Fatal error (#) (Operational definition)

Project Milestones

Phase	Planned Start Date	Actual Start Date
DEFINE	15-Jul-21	15-Jul-21
PHASE 1 Analyze	30-Jul-21	12-Aug-21
PHASE 2 Measure	15-Sep-21	2-Oct-21
PHASE 2 Analyze	2-Nov-21	15-Jan-22
PHASE 2 IMPROVE	1-Jan-21	14-Feb-22
PHASE 2 CONTROL	11-Feb-22	2-Mar-22

Project Scope

In Scope :

- All offshore divisions [*Headcount – 65 as on Oct 2021*]

Problem Statement

- Increase in # of fatal errors for the period of July - October 2021 (11 Per week)

Goal Statement

- Optimize (Validate & Redesign) the Accuracy Audit Mechanism by Nov ’21.
- Reduce number of fatal errors by 50% by May 2022 (1 Per week)

Expected QNS / Benefits

- **Hard Benefits**:
  - Rework time savings leading to additional productivity [Approx. 4524 hrs. /year]
- **Soft Benefits**:
  - Increased Customer Satisfaction (ESP Managers, Commodity Managers, Local Buyers)
  - Reduction in fatal errors and leading to better compliance

Elevator Pitch: Reduce number of fatal errors by 50% by May 2022.

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Roles & Responsibilities

Team Member	Project Role	Responsibilities

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Project ARMI

Key Stakeholders	Name	Project Phase				
		D	M	A	I	C
Sponsor		A	I	I	I	A
Deployment Champion		A	I	I	A	A
Project Champions		A	I	I	A	A
Project Leader		M	M	M	M	M
MBB		A	A	A	A	A
BB		R	R	R	R	R
Team Member 1		M	M	M	M	M
Team Member 2		M	M	M	M	M
Team Member 3		M	M	M	M	M
Team Member 4		M	M	M	M	M
Team Member 5		M	M	M	M	M
Team Member 6		M	M	M	M	M
Team Member 7		M	M	M	M	M
Team Member 8		M	M	M	M	M

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SIPOC

Supplier	Inputs	Process	Output	Customer
The external entities that provide the inputs for the process	The materials, information, or data received from the suppliers that are used in the process	The steps or activities required to transform the inputs into outputs	The products, services, or results generated by the process	The external entities that receive the outputs from the process
Supplier 1 Supplier 2	Input 1 Input 2	Step 1 Step 2 Step 3 Step 4 Step 5 Step 6	Output 1 Output 2	Customer 1 Customer 2

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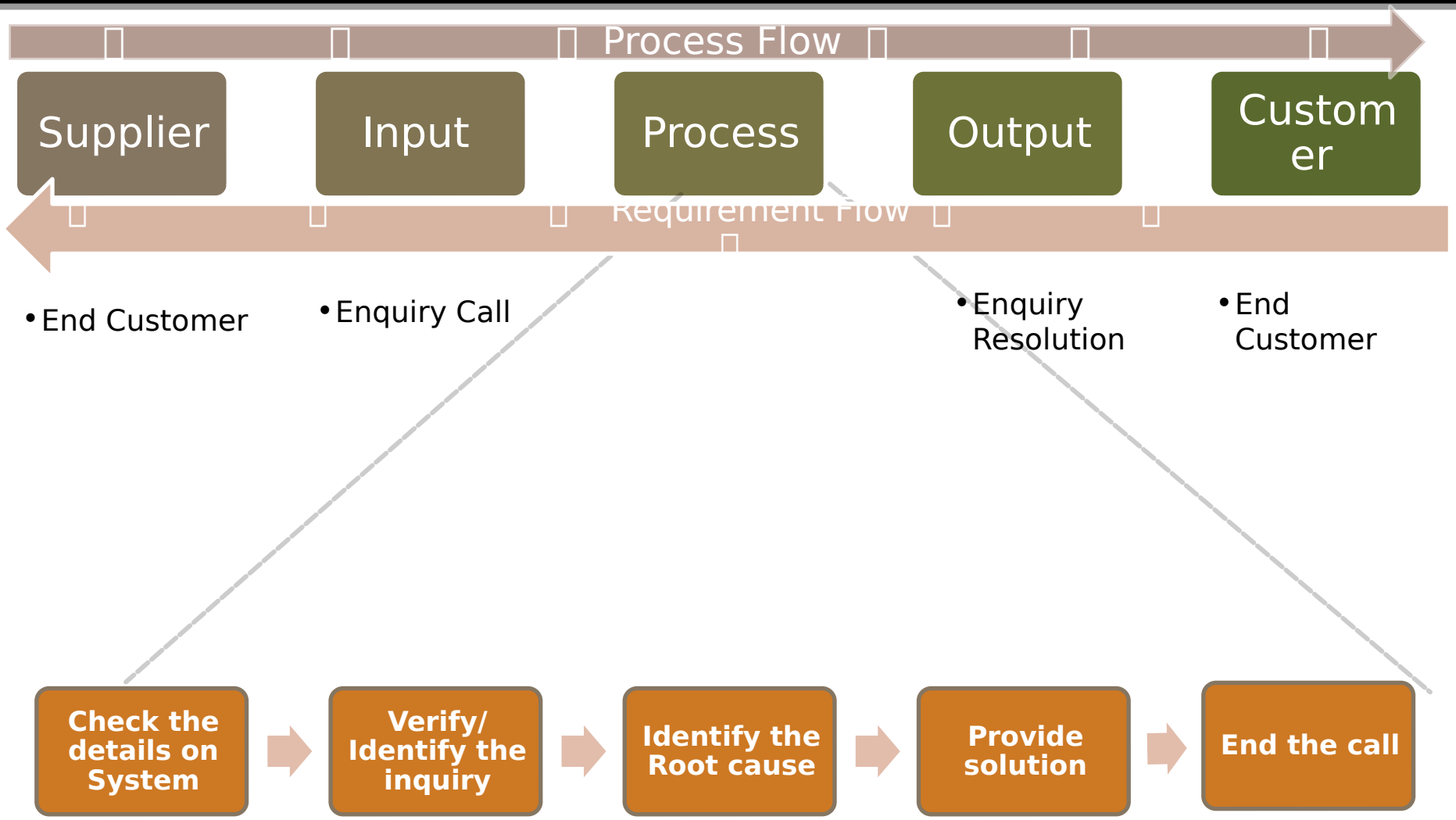
SIPOC Example



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Measure Phase Key Deliverables

- Baseline and Descriptive Statistics of Project Metrics
- Understand AS IS process
- Process Map / VSM
- Process Stability Study
- RCA – Why Why Analysis
- Metrics Table
- Quick Hits

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Baseline Performace

Project Y – Discrete: DPMO Method

Basic Statistics Analysis

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Process Capability Study

(Discrete Data)

- A banking process, processes 2500 transactions in a month. Per transaction there are 10 opportunities of making an error. The process generates 200 errors. Calculate DPO, DPU, DPMO, Long Term sigma & Short Term Sigma

Answer:

Total Opportunities (TOP) = 2500 * 10 = 25000

DPO = 200/25000 = 0.008

DPU = 200/2500 = 0.08

DPMO = DPO * 1000000 = 0.008 * 1000000 = 8000

Z-Long Term = normsinv (1-DPO) = normsinv (1 - 0.008) = 2.40

Z-Short Term = Z-Long Term + 1.5 = 2.40 + 1.5 = 3.9

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Check Data Stability

(Project Y – Continuous and Normal: I-Chart

- xxx

Project Y – Continuous and Not-Normal: Run – Chart

- xxx

Project Y – Discrete: Attribute Control Charts)

- xxx

Reach out to BB

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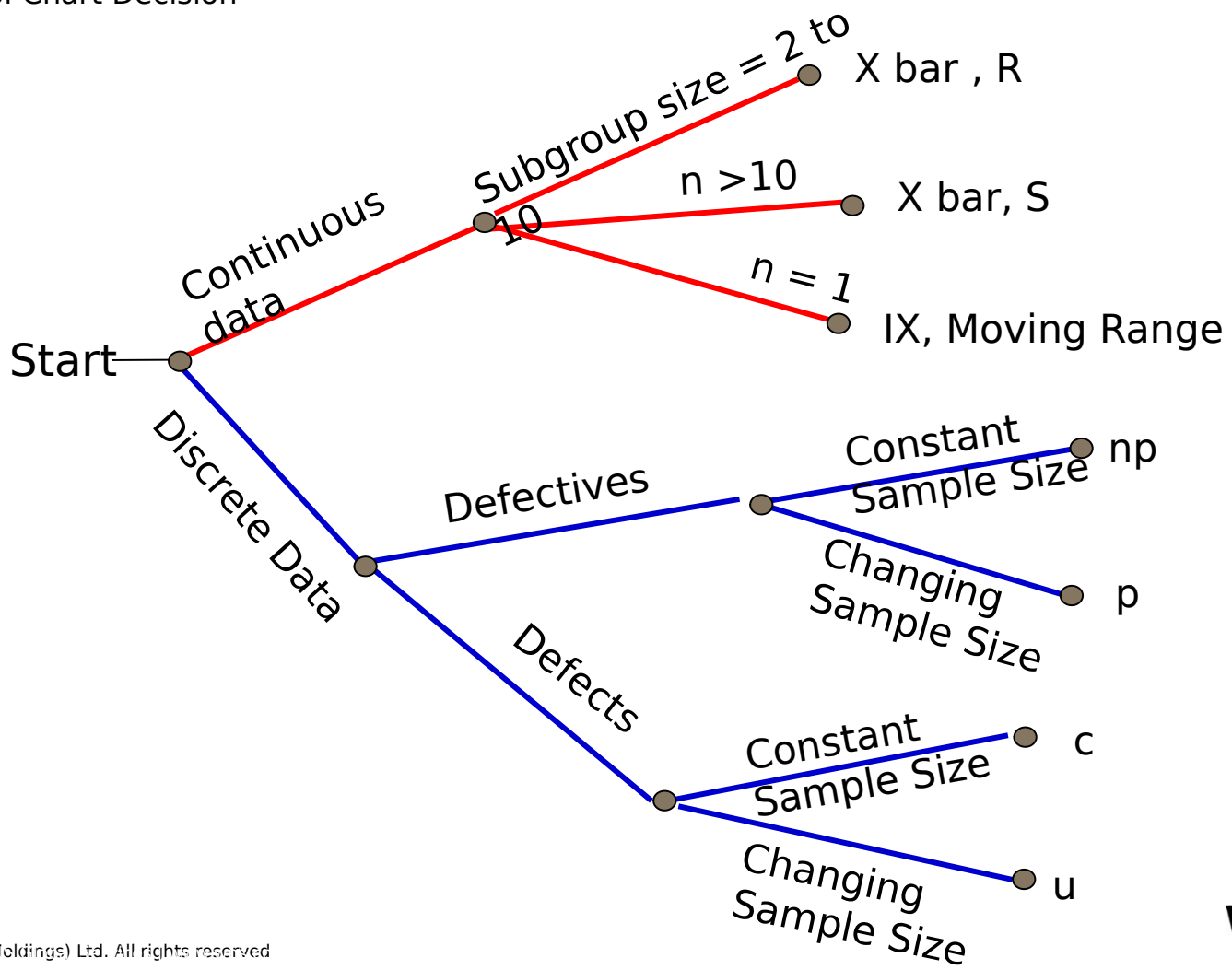
Use the Control Chart Decision Matrix



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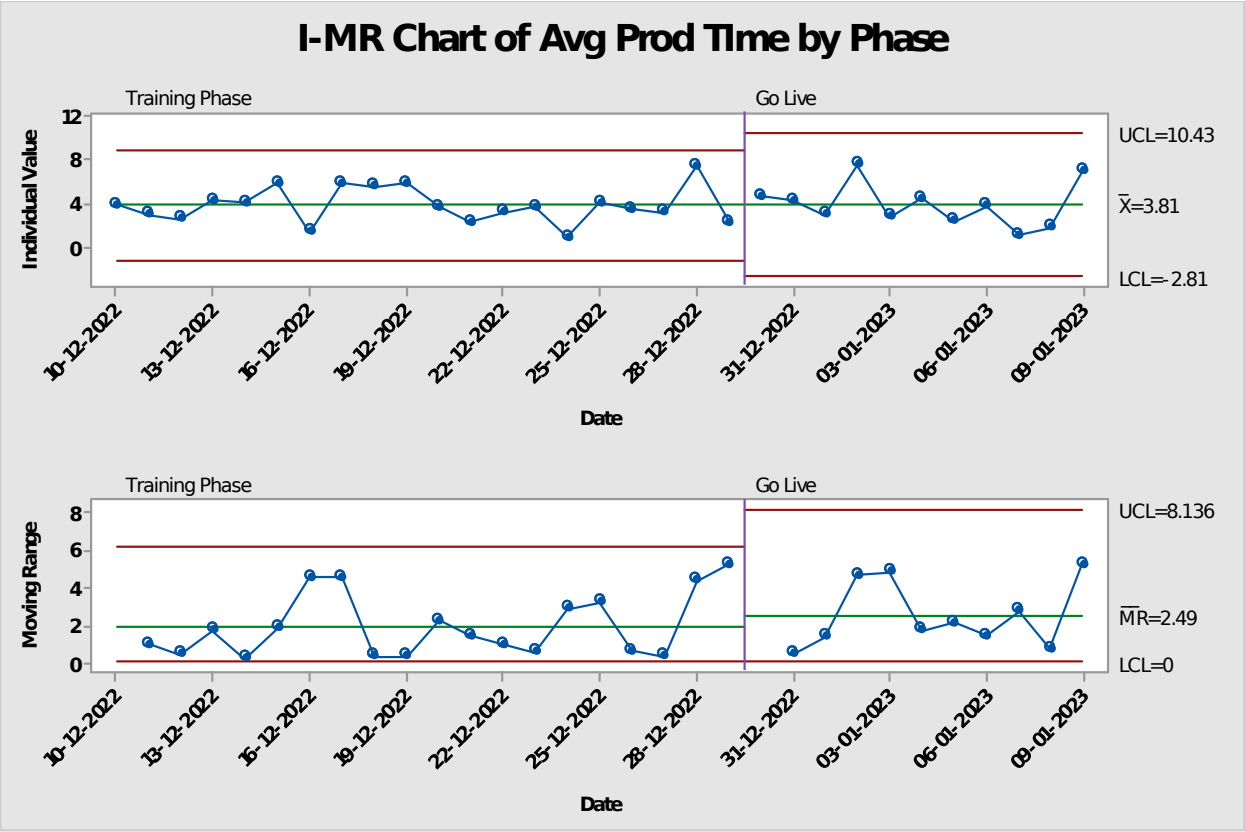
Control Chart



No CCV and SCV present in process

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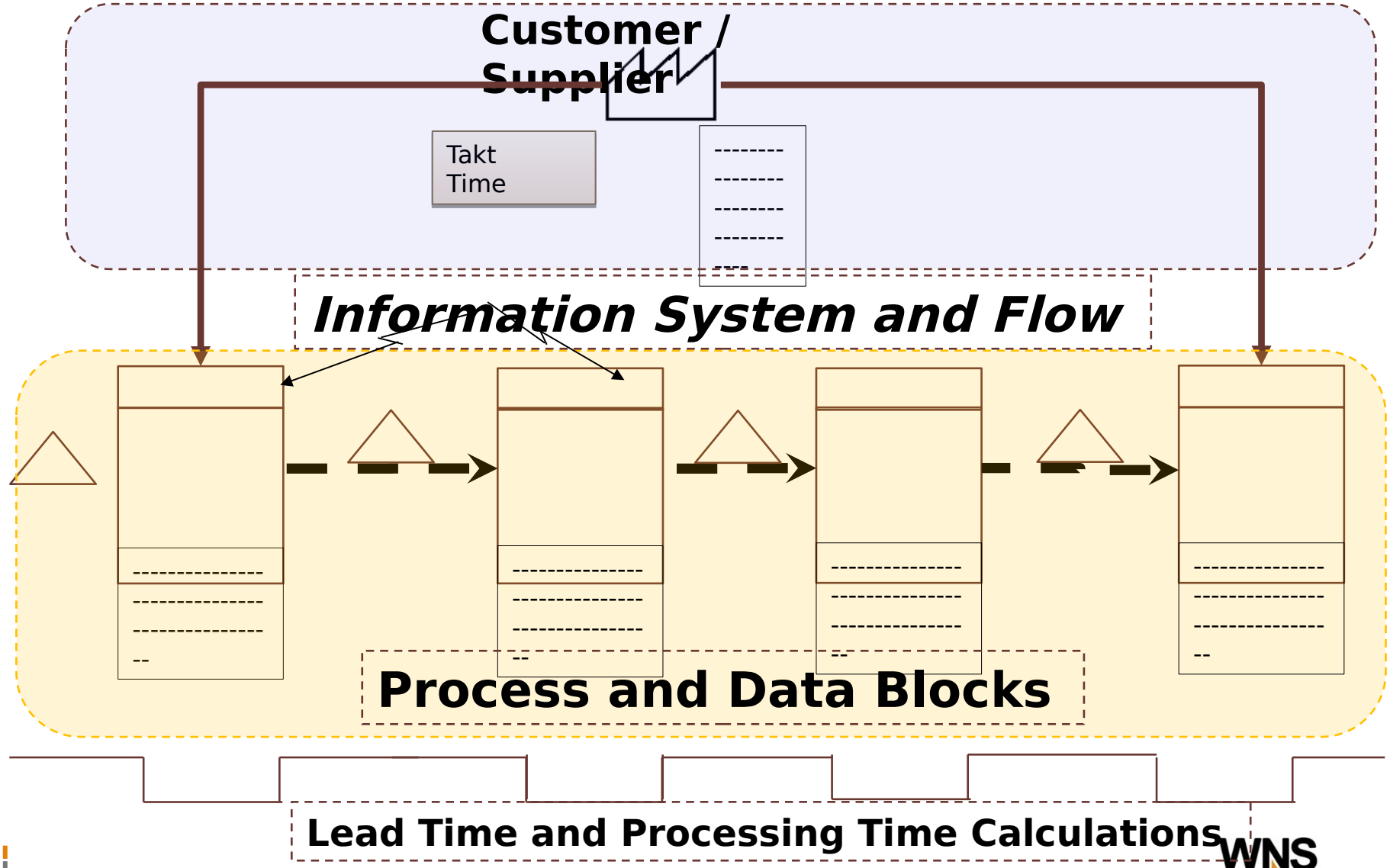
Value Stream Mapping



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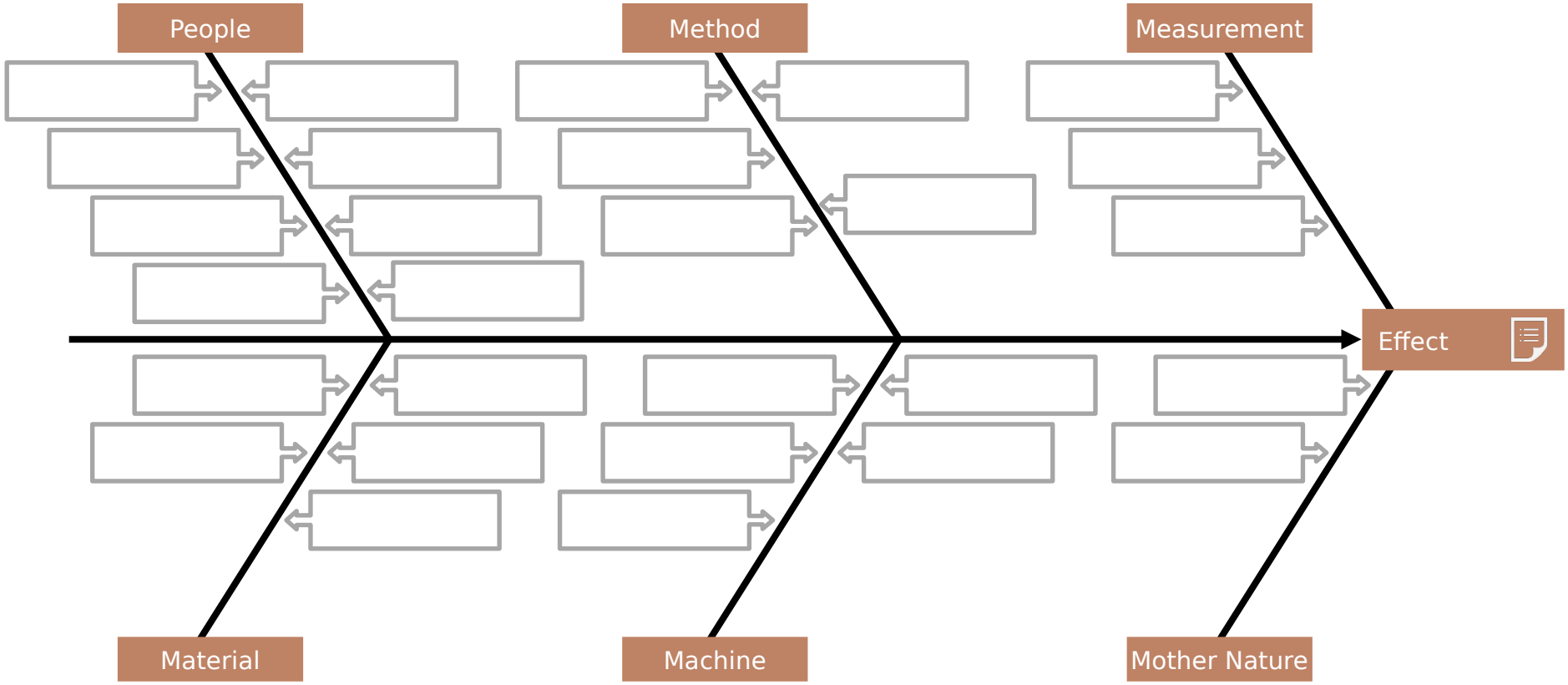
Measure

Root Cause Identification – Ishikawa diagram



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Root Cause Classification

Root Cause	Measurable/Not Measureable	Impact (Low/High)	Control (Low/High)

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Measure

Data Collection Plan & Sampling Strategy

D M A I C

Data Collection Plan

- XXX
- XXX
- XXX

ata Collection Pla

Sampling Technique & Strategy –

Which Sampling Technique used (Random/Stratified/Systematic)
(How many samples to be collected on Xs and why?)

- XXX
- XXX
- XXX

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Measure

Root Cause Classification

Capture Control Impact Matrix

	High Control	Low Control
High Impact		
Low Impact		

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Quick Hits Action Plan

Action	Responsibility	Timelines	Current Status

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Key Deliverables

Analyse Phase

- Prioritize Root Causes

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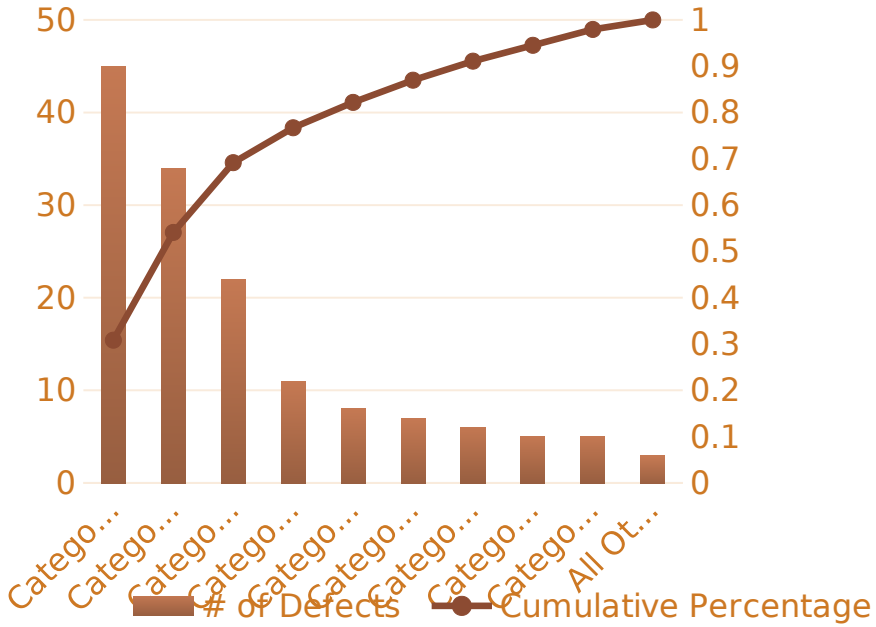
Measure



example:	Sort High to Low (Decending)	
Defect Category	# of Defects	Cumulative Percentage
Category 1	45	31%
Category 2	34	54%
Category 3	22	69%
Category 4	11	77%
Category 5	8	82%
Category 6	7	87%
Category 7	6	91%
Category 8	5	95%
Category 9	5	98%
All Others	3	100%

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Validated Critical X's
(Ensure the number assigned to an X remains consistent)

X No.	Root cause	Test applicable	Critical / Non-Critical
Vital X (e.g. X2)			
Vital X (e.g. X7)			
X No.			

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Key Deliverables

Improve Phase

- Piloting and Testing
- Lean Tools

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Action Plan

Action	Responsibility	Timelines	Current Status

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Mistake Proofing Ideas Implemented

Action	Responsibility	Timelines	Current Status

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Improve

Basic Stats of Improved Metrics

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Key Deliverables

Control Phase

- Control Plan

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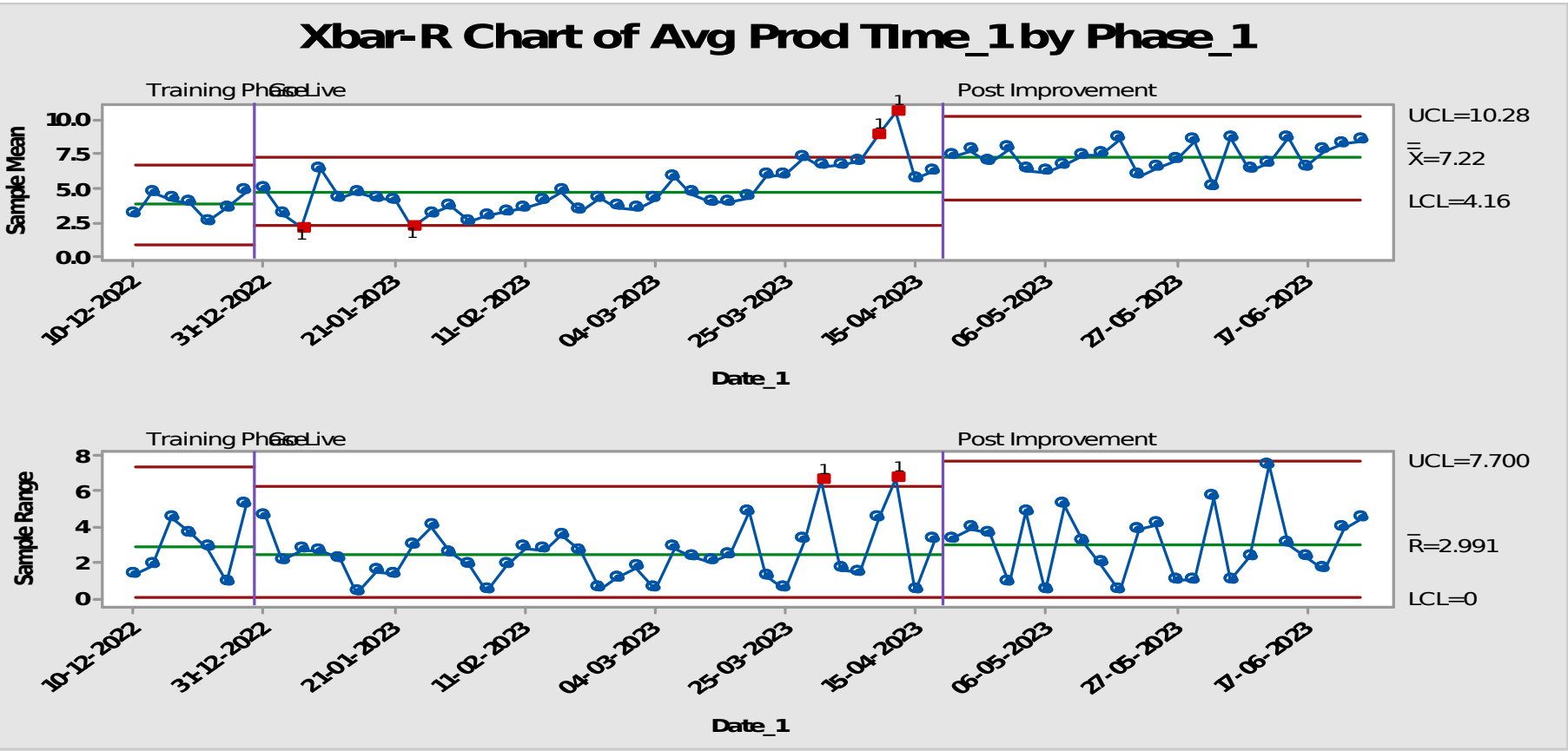
Control

Process Stability Post Improvement



- Process In Control Post Improvement

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Key Learnings and Next Steps

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